United Nations DP/DCP/GEO/3

Executive Board of the United Nations Development Programme, the United Nations Population Fund and the United Nations Office for Project Services

Distr.: General
27 June 2015

Original: English

Second regular session 2015
31 August - 4 September 2015, New York
Item 5 of the provisional agenda
Country programmes and related matters

Country programme document for Georgia (2016-2020)

Contents

		Page
I.	Programme rationale	2
II.	Programme priorities and partnerships	4
III.	Programme and risk management	7
IV.	Monitoring and evaluation	7
Annex		
	Results and resources framework for Georgia (2016-2020)	8

15-10691 (E) 210715

Please recycle

I. Programme rationale

1. Georgia is a lower-middle-income country of 4.5 million people in the Southern Caucasus, bordered by Armenia, Azerbaijan, Russia, Turkey, and the Black Sea. Situated at the crossroads of **Western Asia and Eastern Europe, the country enjoys advantages as a natural trade, energy and transportation corridor, yet faces an increasingly challenging and conflict-affected region.**

2. **Seeking to emerge from an often tumultuous and conflict-affected history since independence 25 years ago, Georgia continues its programme of democratic and economic reforms. The country has benefited from improving social and economic development indicators in recent years, reflected in both a rising human development index, from 0.710 in 2005 to 0.744 in 2013, and per-capita gross domestic product, from $2,613 in 2010 to $3,605 in 2013. The signing of the association agreement with the European Union, in 2014, represented an important step for the broader economic and social integration of Georgia.**

3. Georgia nevertheless faces an unfinished development agenda common among middle-income countries. Major challenges remain in achieving sustainable, inclusive economic growth and an accountable government ensuring full rights protection and democratic participation. The political and economic situation in the region may drive instability and create an economic crisis that could jeopardize the development and democratic gains of the last decade.

4. ***Deepening democratic governance.*** Transparent, credible parliamentary, presidential and local self-governance elections in 2012-2014 underscored democratic consolidation and ushered in a new era of peaceful transfer of power, with improved scores in democracy, media and civil society development. From 2010 to 2013, Government effectiveness and accountability indicators improved from 64.1 to 69.4 and from 42.2 to 54.5, respectively, and Georgia joined the Open Government Partnership in 2011. While the system of checks and balances is improving, a stronger executive branch and insufficiently independent judiciary remain critical governance challenges. The capacity of the parliament to exercise law-making, policy formulation, and oversight functions requires support. Representing only 12 per cent of parliamentarians and 11.6 per cent of local elected officials, women's political empowerment presents a challenge. Gender-based violence and skewed gender ratios at birth illustrate the consequences of gender inequality. Limited capacities of civil society and low civic education are exacerbated by an insufficiently independent media, especially at local levels. Many of the 123,000 people with disabilities are subject to exclusion, with 75 per cent socially vulnerable. The Government has supported numerous human rights legislative and policy initiatives, presenting both a window of opportunity and an implementation challenge to institutional and cultural inertia. Governance and public administration systems have benefited from significant reforms, creating an opening for the adoption of citizen-centred policymaking. Nevertheless, limited institutional capacities at central and subnational levels continue to constrain performance. Limited fiscal and functional decentralization creates additional barriers to citizen-centred service delivery. Georgians have voiced their expectations for rule of law, accountable governance, and better public administration, as top development priorities.

5. ***Inclusive economic growth, shared prosperity.*** Unemployment, inequality, poverty and low productivity, especially in the rural economy, remain key policy challenges, reflecting an unfinished transition towards mature economic and labour institutions. While Georgia demonstrated robust growth from 2010, with reduced poverty (14.8 per cent in 2012 compared to 20.9 per cent in 2010), 25 per cent of children remain poor. Spillover from a growing regional economic crisis recently led to sharp currency devaluation and a weaker gross domestic product, which may threaten Georgia's prospects for development and stability. Growth has failed to translate into a significant reduction in unemployment, which remained at 14.6 per cent in 2013, reaching 25.7 per cent among people aged 25-29, and higher among youth. **Female labour force participation is low (57 per cent, against 75 per cent for males), while** the average monthly salary of women is 40 per cent lower than that of men due to a concentration in lower-paid jobs (health care, education and subsistence agriculture). While Georgia maintains high primary school enrolment (96-100 per cent) and a gender parity index of 1.03 (in 2011), universal access to education has not translated into increased employment. Factors hindering women's economic participation include domestic work, lack of affordable child care, and unequal access to resources.

6. Despite improving from 0.48 in 2011 to 0.41 in 2013, the Gini coefficient of Georgia is still one of the highest in the region. Income and regional inequalities leave rural households, internally displaced persons, people with disabilities, women and youth, vulnerable. While 53 per cent of the workforce is employed in rural areas, agriculture generates only 9 per cent of gross domestic product. The underlying causes of limited employment opportunities are multidimensional, ranging from a labour-market skills mismatch, inadequate policies, and gaps in the quality of secondary and vocational education, to limited competitiveness and productive capacities of small and medium-sized enterprises. Farmers face competition from lower-cost producers in the region, while trade access to the European Union market, made possible by the comprehensive free trade area of the association agreement, will only materialize at scale following improvements in quality and efficiency. The Government has prioritized targeted social assistance, investing in agriculture and supporting small and medium-sized enterprises to reduce poverty and regional disparity.

7. ***Conflict-affected communities.*** Data on communities affected by the conflicts of the early 1990s and in 2008 remain limited, a challenge to the empirical elaboration of vulnerability. The conflict has burdened Georgia with basic human rights challenges for those in conflict-affected areas and for many of the 250,000 internally displaced persons. Despite substantial investment in housing, nearly 120,000 still live in collective centres. The conflicts have had lasting effects on women – often the family's primary income earners – who comprise more than half of the internally displaced persons. Qualitative assessments reveal that households in conflict-affected areas suffer from higher levels of vulnerability and exclusion due to limited mobility, access to basic health and education services, and human rights protection. Development in these regions is undermined by difficulties in dialogue and contact, including economic relations between communities. Initiatives to promote human rights, as well as confidence-building and cooperation, remain critical to establishing conditions conducive to a political solution and longer-term sustainable development in an increasingly complex regional landscape.

8. ***Environmental sustainability and 'green' growth.*** Excessive deregulation and economic pressures, inherited unsustainable practices, inadequate policy and legislative frameworks and limited institutional capacities at all levels present a complex set of challenges to environmental protection and sustainable use of natural resources, including 'green' growth. Exposure to environmental hazards and a lack of evidence-based adaptation measures to reduce disaster risk, combined with the impact of climate change, have exposed communities to significant risks, especially in rural areas and river basins. Over the last 40 years, 70 per cent of Georgia has suffered repeated hydro-meteorological and geological events, with economic losses exceeding $14 billion[1], while the country is particularly exposed to earthquakes, floods and conflict.[2] The Government will prioritize integrating environmental and natural resource sustainability into other sectors through the sustainable development goals.

Results and lessons learned from previous cooperation

9. UNDP has supported the strengthening of governance and democracy in recent years. The evaluation of the country programme, 2011-2015, underscored that UNDP had played a key role in ushering in an era of transparent, pluralistic democratic elections through support to legal reforms and voter education. Regional development planning was introduced, along with decentralization, evidence-based policymaking and strengthened government-civil society engagement. The democratic reform agenda remains a work in progress, however, many reforms – including a fully independent and strong judicial system – having yet to meet association agreement and other international obligations. UNDP should therefore remain actively engaged.

10. To respond to labour market challenges, including an uncompetitive labour force and a mismatch between supply and market demand for skills, UNDP helped place long-neglected vocational education as a priority in the economic policy agenda.

11. UNDP plays a crucial role in helping the Government meet its obligations for environmental protection, providing technical and advisory support for biodiversity conservation, sustainable use and management of

[1] Statement of the Government of Georgia, Third United Nations World Conference on Disaster Risk Reduction, March 2015, Sendai, Japan, http://www.preventionweb.net/files/globalplatform/georgiafinal.pdf.

[2] Index for Risk Management country risk profile, 2015, www.inform-index.org/Portals/0/Inform/2015/country_profiles/GEO.pdf.

natural resources, reduction of hazardous chemical waste, climate change-related risks, and other thematic areas, including support to national parks.

12. A leader in confidence-building initiatives, including the flagship 'confidence-building early response mechanism', UNDP efforts served as a critical anchor in a turbulent regional environment to protect space for future transformational change in the relationship between Georgia and de facto authorities, as well as among local communities in conflict-affected regions.

13. Despite positive results, review of the 2011-2015 programme identified opportunities for a sharper focus on design, including scalability of interventions as a condition for change. Facing complex challenges in Georgia, with declining development resources and a multiplicity of actors, experience has demonstrated that UNDP achieves greater impact through robust partnerships.

14. UNDP supported successful employment initiatives and social services for internally displaced persons which were not always taken up nationally for systemic impact. Meaningful engagement of civil society in policy- and decision-making remains another challenge, especially in peacebuilding work. While public sector capacity development has delivered results, full public administration reform awaits. UNDP will continue to focus on democratic balance and public-sector skills development across government. At the same time, more investments are essential for building capacities in gender- and evidence-based policymaking.

15. ***Renewed vision and alignment.*** This draft country programme document is aligned with national priorities for 2016-2020 as well as with the UNDP strategic plan, 2014-2017, the United Nations Partnership for Sustainable Development, 2016-2020, and the comparative advantages of UNDP. National strategies reflected include the Georgia socio-economic development plan, 2020, the governmental programme, 2014, and the national human rights strategy and action plan. The draft country programme document was informed by in-depth participatory analysis of the country context, including regional post-2015 consultations and the *World We Want* report, capturing crowd-sourced feedback from over 10,000 Georgians, as well as an independent review of the previous country programme. UNDP has engaged in extensive consultation with government, civil society, academia, the United Nations system, and other international organizations.

II. Programme priorities and partnerships

16. The new country programme reflects a theory of change that views the sustainable human and economic development of Georgia as a reflection of the degree to which people are empowered to participate in pluralistic decision-making through strong institutions, balance of power, and the rule of law, free from discrimination and with equal opportunity to contribute to, and share in, sustainable economic growth.

17. UNDP seeks to build on the comparative advantages of Georgia, recognizing that the principal challenge at hand is less a matter of finding new directions, than the need to stay the course and follow through with ambitious reforms and commitments already made in the face of potentially destabilizing forces.

18. UNDP will continue to leverage its comparative advantage around this objective as a trusted, impartial convener and innovator, helping to bring civil society and government together for issues-based dialogue and action, including adaptation of the post-2015 Sustainable Development Goals, once adopted, to the Georgian context. UNDP will seek to promote greater joint United Nations programming for critical mass and impact.

19. Taking the analysis of the country context, lessons from previous cooperation and the national consultation process outlined above, the country programme, 2016-2020, will focus on the following priority directions: (a) democratic governance; (b) jobs and livelihoods; (c) human security and community resilience; and (d) disaster risk reduction and environmental protection.

20. *The first programme priority* seeks to contribute to United Nations Partnership for Sustainable Development outcome 1, "By 2020 expectations of citizens of Georgia for voice, rule of law, public sector reforms, and accountability are met by stronger systems of democratic governance at all levels", and to strategic plan outcome 2.

21. UNDP will continue to provide targeted assistance for citizen engagement in election processes, and for strengthening checks and balances between the legislative, executive and judicial branches. Democratic balance requires a shift from the centralization of power to skills development and capacity within all branches of government. This includes strengthening parliament and its committees, as well as supporting institutional mechanisms for gender equality, including the Gender Equality Council. Emphasis will be placed on women's empowerment at national and local levels through policy measures to increase numbers of women candidates and office-holders, while United Nations joint programming will address gender-based violence and related issues. Focus on decentralized governance will lead to results-oriented, locally-led processes through innovative platforms for citizen/decision-maker interaction, including participatory planning. Fiscal decentralization will maximize the effectiveness of local governance, transparency and accountability, with links between municipal budgets and regional development planning. UNDP will focus on capacity-building of central and local governments in participatory, evidence-based policy design, including through the engagement of civil society organizations, media, and citizens at large, using social media and digital communication. This will be supported through the introduction of user-centred public service design principles with an eye to establishing the Public Service Development Agency as a centre of excellence for co-creating services, including in conflict-affected areas and for internally displaced persons. Protection of universal human rights and access to justice forms a pillar of UNDP support that will lead to building a more democratic governance system in line with citizens' expectations from Post-2015 consultations, recommendations from the Convention on the Elimination of All Forms of Discrimination against Women and Committee on the Rights of Persons with Disabilities reviews, the universal periodic review and other national commitments. South-South cooperation will serve as important channel for Georgia to share reform experiences and learn from the European integration of other countries. Key partners include Parliament, especially in terms of strengthening Committees and the Open Government Partnership engagement, government administration, ministries, state agencies, including the Public Service Development Agency, the Public Defender's Office, local authorities, media, civil society organizations, international non-governmental organizations and international actors such the European Union, the United States Agency for International Development, the Swiss Agency for Development and Cooperation, the Council of Europe, and other bilateral and multilateral partners. In partnership with the Donor Coordination Unit, UNDP will continue to support Government-led donor coordination efforts.

22. The *second programme priority* envisages contributions to United Nations Partnership for Sustainable Development outcome 3 "Growth and development are inclusive and sustainable, creating employment and livelihoods for the poor and excluded", and UNDP strategic plan outcome 1.

23. UNDP will increasingly apply an integrated rural development approach to addressing multidimensional vulnerabilities among the rural population, and will focus on increasing employment opportunities for the most vulnerable (internally displaced persons, people with disabilities, youth and vulnerable women, including poor, older women and women heads of households), linking economic incentives with environmental sustainability. A reduction of disparities through more inclusive economic growth will be supported through technical assistance for citizen-centred and gender-aware rural and urban policies and budgets, including value-chain and small and medium-sized enterprise support. This will be implemented in partnership with national and local governments, including the ministries of regional development and infrastructure, agriculture and economy, and sustainable development. Through South-South cooperation, Georgia will share its experience with other countries in the region. Policy advice on developing evidence-based labour market policies, social and public-private partnerships and vocational education will be provided to the Ministry of Labour, Health and Social Affairs, the Ministry of Education and Science, trade unions, the business community, youth groups and vocational education institutions. UNDP will support agricultural producers and cooperatives in meeting phyto-sanitary and other quality standards to take advantage of new market access through the European Union association agreement. The vocational education system will be supported to adopt flexible, modular approaches to providing a competitive, market-ready labour force. Engagement of the private sector in vocational education will be enhanced through VET colleges and work-based learning systems. Linking VET services with strengthened extension systems will further support income generation and livelihoods for rural populations. Priority will be given to integrating environmentally sustainable, 'green economy' principles within value-chain and market interventions. UNDP will seek to link continued strengthening of integrated border management with efforts to

promote growth through trade corridors. Key international partners include the European Union, the Swiss Development Cooperation, the United States Agency for International Development, the World Bank, the German Agency for International Cooperation, and other bilateral and multilateral partners.

24. The *third programme priority* seeks to contribute to United Nations Partnership for Sustainable Development outcome 7, "Human security and resilience enhanced in conflict-affected communities", and UNDP strategic plan outcomes 5 and 6.

25. UNDP will seek to support conflict-affected communities through a two-pronged approach that leverages synergies between meeting basic needs, including health, education, social services, economic livelihoods, solid waste and sanitation, and confidence-building initiatives to strengthen engagement across divides. This will address needs on the ground while helping create conditions conducive to reconciliation and livelihoods restoration. Due to a general lack of data, the generation of evidence and baselines for targeting interventions, including a joint United Nations multi-sector assessment, will be prioritized. Under the United Nations Partnership for Sustainable Development, UNDP will address health and education support for conflict-affected populations with other United Nations organizations, including through joint programmes. Confidence-building initiatives will be facilitated through engagement of civil society organization partners, including women's and youth organizations, applying the principles of Security Council resolution 1325 on women, peace and security, and using innovative peacebuilding technologies such as online social media and gaming. Key partners include the Ministry of Labour, Health and Social Affairs, the Ministry of Economy and Sustainable Development, the State Minister for Reconciliation, and the Ministry of Refugees and Accommodation, which will be supported to integrate health and education services for conflict-affected populations into mainstream national programmes. International actors include the European Union, the United States Agency for International Development, the Swedish International Development Agency and the United Kingdom.

26. The *fourth programme priority* will contribute to United Nations Partnership for Sustainable Development outcome 8 "Communities enjoy greater resilience through enhanced institutional and legislative systems for environmental protection, sustainable management of natural resources and disaster risk reduction", and UNDP strategic plan outcomes 5, and 6.

27. UNDP will support the Ministry of Environment and Natural Resources Protection, the Ministry of Regional Development and Infrastructure, the Ministry of Internal Affairs, parliamentary committees and the State Security and Crisis Management Council, under the Prime Minister, in developing and overseeing national action plans and evidence-based policies for environmental protection; sustainable management of natural resources, including existing and new national parks and water resources, and disaster risk reduction. Support to implementation and enhancement of the national environmental action plan and the disaster risk reduction strategy and action plan will be central. Compliance with international directives will guide support to government analytical and reporting needs. Citizen participation in data collection, knowledge base development and monitoring of environmental issues will be supported. Sustainable 'green economy' principles and the post-2015 sustainable development goals will be integrated into development planning, including 'green' urbanization strategies, expanding renewable energy use, and addressing hazardous and ozone-depleting chemicals. Capacities in disaster risk reduction will be strengthened through increased ownership of coordination and capacity-building of national and local institutions, including the adoption of innovative technical solutions, such as disaster-indexed insurance, and local management plans in high-risk areas such as the Kura River basin. International partners include the Global Environment Facility, the Green Climate Fund, the Adaptation Fund, the European Union, and other bilateral and multilateral partners.

28. The country office will strengthen internal capacity for innovative practices in programme design by establishing partnerships with social innovators. 'Idea labs' will test solutions for scaling up. Targeted use of social media will expand the UNDP digital footprint, documenting lessons learned while creating new partnerships and knowledge exchanges globally.

29. The programme incorporates the UNDP strategic plan alignment and design parameters for people with disabilities, women, youth, and rural households, explicitly reinforcing the multidimensional poverty basis of programming. Scalability and sustainability will be sought by integrating UNDP assistance into national and

local policies, with mainstreamed gender equality, results-based management, capacity development, community resilience, environmental sustainability and rights-based approaches.

III. Programme and risk management

30. The country programme will be nationally executed, with national and subnational authorities as implementing partners. Direct implementation will apply in exceptional situations, with Regional Bureau approval. UNDP will provide implementation support services at government request. Joint formulation, implementation and cost-sharing of projects remain central principles.

31. Project boards will be established with key stakeholders. UNDP will incorporate social and environmental risk issues within innovative programme design, data collection and monitoring systems that allow user-centred development of solutions and the direct participation of citizen target groups.

32. A partnership and resource mobilization strategy targeting a more diversified partner base will help meet programme resource needs and minimize the risk of declining traditional sources of funding in view of the middle-income status of Georgia. UNDP will explore partnerships with emerging donors interested in supporting Georgia, and will work to increase government cost-sharing.

33. UNDP will monitor the potential for political, security and economic risks, and will maintain contingency and business continuity plans to minimize disruption.

34. This document outlines UNDP contributions to national results and serves as the primary unit of accountability to the Executive Board for results alignment and resources assigned to the programme at the country level. Accountabilities of managers at the country, regional and headquarters levels with respect to country programmes is prescribed in the programme and operations policies and procedures and the internal controls framework.

IV. Monitoring and evaluation

35. The results and resources framework identifies key indicators for monitoring progress towards programme priorities. Resources for monitoring and evaluation activities will derive primarily from project budgets and regular resources. Results of the government- and UNFPA-supported 2015 census will fill data gaps regarding vulnerable populations. Evidence from national sources, such as quarterly household surveys of the State Statistics Office, studies and annual reports of line ministries, international development partners, and academia and research institutions will also be used. UNDP will seek to strengthen national capacities wherever possible.

36. Each project will apply a monitoring and evaluation framework to measure project cycle results. Where information is lacking, UNDP will commission baseline research, follow-up studies, and independent project and outcome evaluations to track contributions to transformative change. Innovative operational research, and a training programme, will strengthen in-house data collection and analysis. The 'gender marker' will serve as a monitoring tool, and the country office will aim to achieve the 15 per cent institutional target.

37. Finally, UNDP will commission an independent research agenda within the framework of national human development reports to examine national development challenges, exploring issues in depth to identify solutions in an evidence-based and participatory manner.

Annex. Results and resources framework for Georgia (2016-2020)

National priority or goal: **Government programme "for strong, democratic, united Georgia" prioritizes attainment of balance of power, actual self-government, political pluralism, judiciary reform, integration and protection of minority rights, and citizens participation**[3]				
UNDAF (or equivalent) outcome involving UNDP: **Outcome 1. By 2020, expectations of citizens of Georgia for voice, rule of law, public sector reforms, and accountability are met by stronger systems of democratic governance at all levels**				
Related strategic plan outcome: **Outcome 2. Citizens expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance**				
UNDAF outcome indicator(s), baselines, target(s)	**Data source and frequency of data collection, and responsibilities**	**Indicative country programme outputs** ***(including indicators, baselines targets)***	**Major partners/partnerships Frameworks**	**Indicative resources by outcome (in thousands of dollars)** *[to be reviewed further in light of the integrated budget]*
1. Worldwide Governance Indicators *Baseline (2013):* Voice and Accountability[4] index 54.5%; Rule of law index 53.6%; Government Effectiveness Index 69.4% *Targets (2020):* Voice and Accountability index >60%; Rule of law index >58%; Government Effectiveness Index >72% 2. Level of public confidence and satisfaction with	Parliament reports; results of 2016 and 2020 parliamentary elections; report on implementation of national action plan on gender equality, 2014-2016 (annual) Legal and policy documents (annual) Reports by Public Defender, , United Nations human rights mechanisms; non-governmental organizations (NGOs Surveys and assessments by NGOs and international organizations	***Output 1.1.*** **By 2020, Government has stronger capacities to formulate, implement and monitor policies in a participatory, citizen-centred and evidence-based manner for improved service delivery, with equal access for all** 1.1.1. By 2020, public administration reform strategy (gender sensitive) adopted and implemented *Baseline:* Not in place *Target:* Gender sensitive Public Administration roadmap in place; 70 % of activities implemented; *Source:* European Union sector assessment reports 1.1.2. Legal amendments in place ensuring completion of civil service reform *Baseline:* Not in place *Target:* Legal amendments in place *Source:* Civil service code	Parliament (committees and Gender Equality Council) Administration of the Government Ministries of Justice Regional Development and Infrastructure, Corrections Education Euro-Atlantic Integration Public Defender's office Legal Aid Service Personal Data Protection Inspector Local self-governments Civil society	**Regular** **500** **Other** **24,500**

[3] http://government.gov.ge/files/41_35183_108931_4.pdf

[4] Also refers to measurement progress in outcome 2. By 2020 all living in Georgia - including minorities, people with disabilities, vulnerable women, migrants, internally displaced persons and persons in need of international protection – have trust in and improved access to the justice system, which is child-friendly, enforces national strategies and operates in accordance with United Nations human rights standards.

legislature, judiciary, democratic system and public service delivery *Baseline:* to be established (2015) *Target:* to be set based on 2015 baseline 3. Seats held by women in parliament and local councils Baseline: Parliament 11% (2012); Local councils 11.8% (2014) Target: Parliament 15% (2016) 20% (2020); Local Councils 15% (2017)	External project evaluations	1.1.3. Number of public agencies with gender-sensitive institutional development plans adopted and implemented; *Baseline:* None *Target:* at least 7- adopted; at least 70 % of priorities – implemented; *Source:* European Union sector assessment reports ***Output 1.2.* By 2020, government improves protection and enjoyment of human rights and gender equality, especially among minority and vulnerable groups** 1.2.1. Implementation of the National Human Rights Strategy and Action Plan, including sections targeting people with disabilities, minorities; gender equality *Baseline:* 20 %; *Target:* 80 % *Source:* Progress reports on implementation of the Plan 1.2.2. Legislative amendments in place to ensure free legal aid to socially vulnerable and insolvent citizens in criminal, civil and administrative cases *Baseline:* No. Free service is provided only in criminal cases and administrative cases concerning administrative imprisonment (2014); *Target:* Yes *Source:* Amendments to law of Georgia on legal aid 1.2.3. Number of laws and policies in place to secure women's participation in decision making (integrated results and resources framework – IRRF 4.4.1) *Baseline:* Voluntary quota system in place (2014) *Target:* At least 3 new policies introduced (2020)		

		Output 1.3. **By 2020, representative legislature, independent judiciary and accountable executive powers are underpinned by functioning system of checks and balances.** 1.3.1. Checks and balances improved *Baseline:* Partially satisfactory (2:4 ratio) *Target:* Satisfactory (3:4 ratio) *Source:* Assessment reports by international organizations and NGOs 1.3.2. Parliamentary decree defines role and assigns human resources to engage in the Open Government Partnership (OGP) framework, including through innovative data collection and citizen engagement *Baseline:* No; *Target:* Yes *Source:* Parliamentary decree on OGP participation		
		Output 1.4. **By 2020, effective decentralization of government competencies and financial resources respond better to needs of local communities.** 1.4.1. Number of subnational governments/ administrations with functioning planning, budgeting and monitoring systems (IRRF 3.2.2) *Baseline:* 5 out of 75 *Target:* 25 out of 75 *Source:* Local self-governance evaluation reports 1.4.2. Local budgets within the state budget *Baseline:* 9.3 %, excluding Tbilisi (2013) *Target:* 13%, excluding Tbilisi (2020) *Source:* Annual state budget laws 1.4.3. Public satisfaction with local governments *Baseline:* 51 % (2013) *Target:* Increased by at least 10 % (2020) *Source:* UNDP survey on public satisfaction with local services		

National priority or goal: **Georgia 2020 priorities under strategic direction 1, improved competitiveness of private sector, 1.1. Improved investment and business environment; 1.2. Support development of innovations and technologies; 1.3 Support export growth; strategic direction 2 prioritizes development of labour force according to labour market requirements[5]**				
UNDAF (or equivalent) outcome involving UNDP: **Outcome 3. Growth and development are inclusive and sustainable, creating employment and livelihoods for the poor and excluded[6]**				
Related strategic plan outcome: **Outcome 1. Growth and development are inclusive and sustainable incorporating productive capacities that create employment and livelihoods for the poor and excluded**				
1. Number of new policies, systems, institutional measures at national and subnational levels to generate/strengthen employment and livelihoods Baseline (2014): 3 policies/ programmes to support private sector development, including agricultural loan programmes (Ministry of Agriculture), support for cooperatives, Information Consultancy Centers and produce in Georgia (Ministry of Economy and Sustainable Development), Enterprise Development Agency and Georgian national Innovations and Technology Agency (GNITA) programmes Target (2020): At least 2	GeoStat official data (quarterly) National and sub-national policy documents and concept notes, legal acts (annual) Tracer study, 2015 (baseline) and 2019 (follow-up) Project evaluation reports	**Output 2.1. By 2020, national and local governments have greater capacities to promote user-centred, inclusive and sustainable rural and urban development policies** 2.1.1. Number of citizen-oriented and gender-aware rural and urban development strategies elaborated and implemented *Baseline (2015):* None in place *Target (2020):* Rural and urban development strategy elaborated in at least one region and major city (Adjara/ Batumi City) and 60% of specific strategic actions, including innovations, implemented 2.1.2. Number of regions with gender-sensitive regional development plans resourced and implemented *Baseline (2015):* All regions have developed plans, but implementation is deficient. *Target (2020)*: Regional development plans are implemented by at least 70 %. **Output 2.2: By 2020, job creation and placement improved through promotion of active labour policy, private sector development and social partnerships** 2.2.1. Number of full-time equivalent jobs created for women and men, 15 or more years	Partners: national and local government, Ministries of Agriculture, Economy and Sustainable Development, Education and Science, Labour Health and Social Affairs. Business membership organizations, higher education institutions, trade unions, professional organizations VET private and public colleges, universities, private training providers	**Regular: 500** **Other: 18,435**

[5] Socio-Economic Development Strategy, Georgia 2020, Ministry of Economy and Sustainable Development. http://www.economy.ge/uploads/news/giorgi_kvirikashvili/Strategy2020.pdf.
[6] Includes minorities, people with disabilities, women, youth, rural poor, migrants, internally displaced persons and persons in need of international protection.

new policies for supporting inclusive business development, application of innovations and rural development 2. Unemployment rate (disaggregated by sex, youth, rural/urban) Baseline: 15 (2013) Target: 12 – Georgia 2020 target 5. Percentage (self) employment among vocational education (VET) graduates disaggregated by sex, people with disabilities, economic and other vulnerabilities *Baseline* (2015): to be confirmed in 2015; work net data, Ministry of Labour, Health and Social Affairs (MLHSA) *Target (2020):* 10% increase vs. 2015		old (IRRF 1.1.1 A) *Baseline (2015):* Not available *Target (2020):*Total 5,000 (1,500 women, 3,500 men)) *Source:* GeoStat, Evaluation reports 2.2.2. Labour market measures (activation policy and safety and health regulations) in place providing equal opportunities to men and women *Baseline (2015):* Not in place *Target (2020):* Developed and applied *Source:* MLHSA 2.2.3. Number of value chains supported for small and medium enterprises (SMEs), including for women-led SMEs *Baseline(2015):* Not available *Target: (2020):* 10 value chains 2.2.4. Total number of additional people benefiting from strengthened livelihoods (sex-disaggregated – IRRF 1.1.1B) *Baseline (2015):* Not available *Target (2020):* 1,500 (1,000 men, 500 women) **Output 2.3. By 2020, skills and knowledge development systems promote competitive labour force** 2.3.1: Number of new labour market-responsive VET models supported/applied nationwide *Baseline (2015):*Not available *Target: (2020):*2 *Source:* Evaluation reports 2.3.2: Percentage of (self) employment among VET graduates (disaggregated, sex and age) *Baseline (2015):* To be established *Target: (2020):*10% increase from 2015 baseline *Source:* Tracer study		

National priority or goal: **Government programme "for a strong, democratic, united Georgia" prioritizes conflict resolution and community resilience through public diplomacy, economic rehabilitation and business projects with active engagement of local and international partners.**				
UNDAF (or equivalent) outcome involving UNDP: **Outcome 7. Human security and resilience enhanced in conflict-affected communities**				
Related strategic plan outcome: **Outcome 5. Countries are able to reduce the likelihood of conflict, and lower the risk of natural disasters, including from climate change.**				
1. Political stability and absence of violence (composite indicator) *Baseline:* 30.8% (2013) *Target:* > 31% (2020) 2. Availability of mechanisms for coordination between CSOs and international community within conflict-affected areas and across dividing lines *Baseline:* Annual networking meetings within the framework of the Confidence Building Early Response Mechanism (COBERM) with representatives of CSOs (both in Tbilisi and Sukhumi). Ad hoc meetings between women's CSOs and representatives of the official peace and conflict-prevention	COBERM data, reports of the Office of the United Nations High Commissioner for Refugees (UNHCR), conflict analysis and assessments by United Nations organizations, international organizations, media and local NGOs Participatory assessments on human security in Georgia by UNHCR (ad hoc and regular) Project evaluation reports	**Output 3.1. By 2020 mechanisms for people-to-people communication enhanced by stronger civil society as a change agent in confidence building and social cohesion** 3.1.1. Availability of national mechanisms for mediation and regular coordination between CSOs and the international community within conflict affected areas and across the dividing lines *Baseline:* Not in place *Target:* Established and operational *Source:* COBERM data, UNHCR reports 3.1.2. Number of beneficiaries, including women and youth, of confidence building initiatives *Baseline:* 60,000 (2014) *Target:* 130,000 (cumulative), with at least 50,000 women and 40,000 youth (2020) *Source:* COBERM data, UNHCR reports **Output 3.2. Social and economic conditions, including access to livelihoods and basic services, improved in conflict-affected communities (conducive to increased peace and stability)** 3.2.1. Number of additional people, including women and youth, in conflict-affected areas with access to health and social services and improved livelihoods *Baseline:* Not available *Target (2020):* 20,000, including at least 9,000 women and 7,000 youth	State Minister's Office for Reconciliation and Civic Equality, CSOs, international organizations	**Regular** **5,480** **Other** **17,500**

processes; Abkhazia Strategic Partnership and Joint Consultative Forum coordination meetings with United Nations organizations and international NGOs *Target:* Regular coordination mechanisms established and operational				
National priority or goal: **Innovations and Green Technology support prioritized by the Socio-Economic Development Strategy, Georgia 2020. Environmental protection and sustainable use of natural resources also prioritized under the Government Program "For strong, democratic, united Georgia"**				
UNDAF (or equivalent) outcome involving UNDP: **Outcome 8. Communities enjoy greater resilience through enhanced institutional and legislative systems for environment protection, sustainable management of natural resources and disaster risk reduction**				
Related strategic plan outcome: **Outcome 5. Countries are able to reduce the likelihood of conflict, and lower the risk of natural disasters, including from climate change.**				
1. Legislative, institutional and policy frameworks for disaster and climate- risk management adopted in line with international standards *Baseline:* Second national environmental action plan (NEAP-2) developed, but no disaster-risk reduction (DRR) or integrated DRR and adaptation strategy and action plan in place *Target:* Integrated DRR and adaptation strategy/ action plan in place addressing equity and	Reports under international agreements (national Hyogo Framework for Action (HFA)/post-HFA progress reports; biannual update reports to the United Nations Framework Convention on Climate Change (UNFCCC); reports to Montreal Protocol National laws and normative acts; Environment performance review Regular (annual and biannual) reports of the Government and line ministries on implementing the national strategies and programmes in related sectors (NEAP, 2016-2020) National plan of action/strategy for DRR national biodiversity action plan	4.1. By 2020, policy formulation enabled and institutional and legal systems enhanced for environmental governance, including DRR, climate change, ecosystem services, chemicals, and energy efficiency 4.1.1. Number of policy and legal documents addressing environmental sustainability and resilience, including DRR and adaptation strategies (IRRF indicators 5.2.1, and 5.2.2) Baseline: Insufficient number of policies (2014) include gender sensitive disaster risk reduction and climate change issues Target: At least 5 national development plans address gender-sensitive disaster-risk reduction and climate change issues Source: National policies and development plans, NEAP-3, national DRR strategy/action plan	Ministry of environment and natural resources State Security and Crisis Management Council under the Prime Minister Other line ministries, as appropriate Ministry of Regional Development and Infrastructure Local authorities Communities at large Emergency Management Agency/Ministry of Internal Affairs Parliamentary committees	**Regular** **500** **Other** **2,500**

gender considerations; Legislative and institutional set up defined, including legally binding protocols and division of labour among key national stakeholders Institutional systems and capacities in place for implementing environmental commitments to international agreements on climate change, biodiversity, land degradation, ozone layer and chemicals (UNFCCC, Montreal Protocol, Stockholm and Minamata Conventions) *Baseline (2014)*: No *Target (2020)*: Yes	National country action plan to combat desertification Project evaluation reports	4.1.2. Degree of compliance of national legislation with the European Union and other international directives Baseline: Not in line with EU and other international standards Target: Legislative and procedural amendments developed and adopted in line the European Union and other international directives Means verification: National plan of action for implementation of association agreement between the European Union and Georgia 4.2. By 2020, environmental knowledge and information systems enhanced, including capacities for regular reporting to international treaties 4.2.1. Existence of standardized environmental and disaster risk data/information management system (IRRF Indicator: 5.1.1) Baseline: inconsistent, non-unified system; data not easily accessible Target: A unified system for data collection, analysis and sharing established and functional; Sectoral environmental data accessible to end users Means verification: Environment performance review 3 4.2.2. By 2020, unified multi-hazard risk assessment methodology and staff training programme adopted Baseline: Methodology and training plan not in place; Target: Methodology adopted, at least 70 government staff trained/equipped relevant knowledge / skills for disaster risk assessment and DRR Source: Environment performance reviews 3, national DRR strategy/action plan		